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Salary satisfaction of academic staff by organizational Justice in Public Universities

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Abstract

Employees who perceive justice to managers applicable within the organization will give rise to more performance. Awareness of organizational justice is based on the perception of employees in organization. The perception of the justice of this organization is based on the services that workers receive from their managers and organizations. Justice in the organization and behavior of a manager affects the beliefs, feelings, behaviors, and attitudes of workers towards the organization. In this study, we have collected 200 samples to investigate organizational justice at public universities through the convenience sampling method. The results show that distributive justice has had a huge impact on salary satisfaction while interpersonal justice gives a second significance. It shows the government should review the salary of lecturers at public universities. Further studies and limitations of studies have also been discussed in detail.

Keywords: Salary satisfaction, Distributive Justice, Procedural Justice, Interpersonal Justice, Informational Justice

1. INTRODUCTION

Compensation or remuneration should be made fairly by the organization. According to MTUC (2017) report that of more than 35,000 Public University lecturers now need to complete various other tasks including income for university but service schemes have never been reviewed since 15 years ago. Meor Ahmad Nasriin Rizal Ishak said that the quality of services over 35,000 public university lecturers in the country is feared to be affected when the service schemes and salaries have not changed over the last 15 years, and are lagging behind other civil servants. (The

Daily News of March 5, 2017). As a result, their scope of work and responsibilities are increasing, claiming to meet a variety of ancillary tasks, including generating income for universities through endowment and research funds. Malaysian Academic Association of Malaysia (MAAC) president Prof Datuk Dr Mohd Idrus Mohd Masirin also described lecturers as less attention than teachers who often enjoy new incentives.

According to him, in the past, lecturer service schemes were the best, but comparative studies in 2012 by MAAC found that the situation at that time was because of promotion opportunities still open and based on service period. Earlier, lecturers who have significant contributions have the potential to be promoted, but now they need to meet many aspects and are based on merit and key performance indicators (KPIs), no longer on the basis of service terms. KPI claims also increased from 5P, namely Teaching, Supervision, Research, Publication and Administration, to 9P when added Consultancy, Public Service, Communication and Industrial Linkages as well as Internationalization. The function of lecturers in the quality of teaching and learning process also needs to be done with ancillary tasks, including generating income for universities through endowment and research funds. Worst of all is that if they do not meet the demands of the ancillary duties, they will be deemed as failing to reach their respective KPIs (MTUC, 2017)

The divergence gap amounted to thousands of ringgit according to the type of field of study of lecturers. Previously, lecturers were in the same scheme of service, but now differentiated by qualification and assignment at university. The service scheme for medical, pharmaceutical and dental lecturers provides specialist allowances of more than RM3,000 a month, while counterparts in other fields do not enjoy the incentive despite the same academic standards. (MTUC, 2017)

"Does this mean that other field lecturers are not important and not critical? Therefore this current research will identify the organizational justice practices towards the salary satisfaction of academic staff in Public universities.

As per above discussion organizational justice can include problems related to perceptions of fair salary, equal opportunities to get career promotion and correct selection procedures. According to Olafsen, Halvari, Forest, and Deci, (2015) organizational justice centered on the impact of managerial decision making, perceived quality, effects of justice, the relationship between individual and situational factors and explained perceptions of individual justice in organizations. According to Skarlicki, van Jaarsveld, Shao, Song, and Wang, (2016) two models of organizational justice factors which consists of distributive justice and procedural justice. Through the use of structural equation models, Berger, Zelditch Anderson, and Cohen, (2015) define that distributive justice is related to organizational level results (paying satisfaction) while procedural justice is related to organizational level results (organizational commitment).

According to Cropanzano, Anthony, Daniels, and Hall (2017) argues that in addition to the two factors mentioned above, there are also interactional justice factors that are different from procedural justice because it is a component of the exchange of social interactions and the quality of treatment, while procedural justice is a process used to arrive at the decision outcome stage. Generally researchers in agreements regarding the difference between always procedural

and distributive justice get controversy over the difference between interactional justice (IJ) and procedural justice (PJ). According to Xu, Loi, and Ngo, (2016) the model of four factors, procedural justice, distributive justice (DJ), interpersonal justice(INPJ) and informational justice (INFJ) is significantly better than the two- or three-factor model. Based on some views of some experts above, it can be concluded that organizational justice impacts from the results of managerial decision making, perceived quality, effects of justice.

Therefore the objective of this research is to evaluate the organizational justice towards salary satisfaction in Public University.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1.1 DJ towards Salary Satisfaction

Singh (2016) said that distributive justice related to pay, benefits, and rewards were found to be significantly linked to job satisfaction and salary satisfaction. When the distribution of the outcome is being fair, employee will be more satisfied and the turnover intention will be lesser. Based on Adam's theory, employee will be more motivated when there is a perceived equal balance between inputs and outputs (Lăzăroiu, 2015). In this situation, turnover intention would be reduced where the employee is motivated to work in the company. Moreover, some researchers founded that procedural and distributive justices are strongly positive related to salary satisfaction (Olafsen, Halvari, Forest, & Deci, 2015). In the statement above it shows that there is evidence that when there is distributive justice, it will certainly effect the salary satisfaction.

Therefore, based on the statement above it can be hypothesized that

H0: There is no positive relationship between distributive justice and academic staff salary satisfaction.

H1: There is a positive relationship between distributive justice and academic staff salary satisfaction.

2.1.2 PJ towards Salary Satisfaction

According to George, and Wallio, (2017), they stated that the procedural justice is positive relationship to the job satisfaction and salary . The procedural justice is an essential to predict the organization commitment and trust that it can evaluate the organization and the employee (Chen, Wu, Chang, Lin, Kung, Weng, & Lee, 2015). Another research conducted by Reina, Rogers, Peterson, Byron, and Hom, (2018), the staff voluntary to turnover is very costly to the organization because they have been invested the time and money to the staff and the time and money cannot be replaced those who leave. Perreira, Berta, and Herbert, (2018) studies had proved that there is a strong positive relationship between procedural justice and effective commitment and it is significant to relate for turnover intention. The procedural justice has a good attachment for the organization that it is particular for those who has experience respected by the organization (Holtom, & Burch, 2016). Thus, the following hypothesis was proposed:

H0: There is no positive relationship between procedural justice and academic staff salary satisfaction.

H2: There is a positive relationship between procedural justice and academic staff salary satisfaction.

2.1.3 INPJ towards Salary Satisfaction

According to Tourani, Khosravizadeh, Omrani, Sokhanvar, Kakemam, and Najafi, (2016) found that organizational justice has a negative influence on employees' turnover intention in Iran hospital. That shows a high level of organizational justice exist in Iran Insurance industry. Employees not deliberately want to leave their workplace. Interpersonal justice are involves different kind of socially sensitive actions, for instance when supervisors respond employees with dignity and respect (Skarlicki, van Jaarsveld, Shao, Song, and Wang, 2016). Asrar-ul-Haq, Kuchinke, and Iqbal (2017) indicates that organizational justice has a significant effect on turnover intention of higher education institute. It was stated quality of interpersonal treatment that the employee received will affect the perception of justice. Thus, the following hypothesis was proposed:

H0: There is no positive significant relationship between interpersonal justice and academic staff salary satisfaction.

H3: There is positive significant relationship between interpersonal justice and academic staff salary satisfaction.

2.1.4 INFJ towards Salary Satisfaction

According to the research by Heffernan, and Dundon, (2016) the research shows that informational justice has the relationship with pay or remuneration. According to the study by Razak, and Ismail (2018) the result stated the perceived supervisor support and meeting frequency are positively to informational justice whereas positively to remuneration. Besides, the research has shown the informational justice is significantly predicted remuneration system. Thus, the following hypothesis was proposed:

H0: There is no positive significant relationship between informational justice and academic staff salary satisfaction.

H4: There is positive significant relationship between informational justice and academic staff salary satisfaction.

3. METHODOLOGY

In this study, the target population in our survey is academic staff in Malaysia public university. According to the MOHE report (2018), the total population of academic staff who work in public higher education institution is estimate 30,000 in year of 2019. According Sekaran and Bouggie

(2016) therefore, our research will target the academic staff of that the population is 380 but only received 200 samples. It shows the response rate is good. Sampling frame is those respondents who can be sampled that include from the public higher education institutions. There are total 380 questionnaires prepared and distributed to the academic staffs who work in public universities. The elements may include the academic staffs who are working in public universities. The academic staff will include all the lecturers and tutors who are teaching in the university. Besides that, the respondents will be targeted in different range that is based on education level which includes PhD, Master, and others. The different education levels may have different perceptions that they have their own mindsets and stand to their relevant job. Therefore, it can help to generate more accurate and reliable results from different perspectives of respondents.

Non-probability sampling method is being used for convenience sampling due to cost and time. The convenience sample is easy to obtain the samples which relate to the cost of location element of the population, the geographic distribution of sample and the obtaining of the interview data from the selected element (Sekaran & Bouggie 2016).

The design of the questionnaire is in a very simple and easy form so that the respondents will be able to understand and answer them without time consuming and troublesome. The questionnaire is separated into two sections which are section A and section B.

In section A contains questions on respondent's demographic data which consists of gender, age, education level, working experience in education industry, job title and current employment status. The objective of collecting respondent's demographic data is to acquire some basic information of the respondents.

In section B questions are based on dependent variables and independent variables. The four factors of independent variables which are distributive justice, procedural justice, interpersonal justice, and informational justice that affect on academic staff salary satisfaction. The questions will be divided into five parts respectively for each variable and each variable consists of five questions. This will help to identify the relationship between academic staff salary satisfaction for each factor. The questionnaire items have been modified from Usmani and Jamal (2013), Rastgar and Pourebrahimi (2013) and Erica (2006) for organizational justice.

Distributive Justice

My schedule of work is fair. I think that my pay is fair. I consider my workload to be quite fair. Overall the rewards I receive are quite fair. I feel that my job responsibilities are quite fair.

Procedural Justice

All employees' concern is heard by the organization that before the job decisions are made. All job-related decisions are applied consistently to all the employees who are affected. Employees are allowed to challenge or appeal job that the decisions are made by the

organization. The organization makes job decisions in a biased manner. The organization collects accurate and complete information for making job decisions.

Interpersonal Justice

The organization treats me with kindness and consideration. The organization treats me with respect and dignity. When decisions are made about my job, the organization is sensitive to my personal needs. The organization deals with me in a truthful manner. When decisions are made about my job, the organization refrains from improper remarks or comments.

Informational Justice

The organization provides sufficient information for decisions made about my job. The organization discusses the implication of the decision made about my job with me. The organization provides explanations that make sense to me when making decisions about my job. The organization describes very clearly any decisions made about my job. The organization provides additional information and clarifies decisions when I requested.

The original PSQ was modified to an 18-item measure that tapped four dimensions of pay satisfaction by Heneman and Schwab (1985) as follows:

- (1) Level (4 original level items);
- (2) Benefits (4 original benefits items);
- (3) Raises (3 original raise items plus the one original administration item);
- (4) Structure/Administration (6 remaining original structure and administration items).

The modified Pay Satisfaction Questionnaire (PSQ).

The statements below describe various aspects of your pay. For each statement, decide how satisfied or dissatisfied you feel about your pay, and put the number in the corresponding blank that best indicates your feeling. To do this, use the following scale: 1 2 3 4 5 Very dissatisfied, Dissatisfied, Neither satisfied nor dissatisfied, Satisfied, Very satisfied .The *Modified PSQ items and SS items are*

1. My take-home pay. (L)
2. My benefit package. (B)
3. My most recent raise. (R)
4. Influence my supervisor has on my pay. (R)
5. My current salary. (L)
6. Amount the company pays toward my benefits. (B)
7. The raises I have typically received in the past. (R)
8. The company's pay structure. (S/A)
9. Information the company gives about pay issues of concern to me. (S/A)
10. My overall level of pay. (L)
11. The value of my benefits. (B)
12. Pay of other jobs in the company. (S/A)

13. Consistency of the company's pay policies. (S/A)
14. Size of my current salary. (L)
15. The number of benefits I receive. (B)
16. How my raises are determined. (R)
17. Differences in pay among jobs in the company. (S/A)
18. How the company administers pay. (S/A)

Note: L = level, B = benefits, R = raise, S/A = structure/administration.

Below are the modified Salary satisfaction questionnaire:-

Salary Satisfaction items by Sharma, and Bajpai, (2011):-

- (i) In my organization, employees are positively affected;
- (ii) In my organization, employees generally get pay schemes based on incentives;
- (iii) In my organization, employees and management believes in pay-for-performance system;
- (iv) In my organization, pay system is based on equity and justice;
- (v) In my organization, pay system is based on seniority;
- (vi) In my organization, job utility depends on the level of pay;
- (vii) In my organization, employees generally feel secured about their job dimension;
- (viii) My organization provides a healthy working condition;
- (ix) In my organization, pay system is based on qualifications and
- (x) Company provides a pay system related to its size and background

4. ANALYSIS AND RESULTS

First, the measurement models of all constructs have been examined for reliability, validity of convergence and discrimination validity, before testing hypothetical models. Table 3 shows the scores obtained from the measurement model. Based on Table 3, it can be seen that all loads are higher than 0.70 which is the threshold proposed by Hair, Hult, Ringle & Sarstedt (2013). The average variance extracted (AVE) of all constructs exceeds 0.5 (Bagozzi & Yi, 1988) while the composite reliability score (CR) is higher than 0.7 (Hair et al., 2013). Thus we can conclude that convergent conclusions are achieved.

The VIF has also been examined to test for possible issues of multicollinearity (Table 3). A range of below 5 of the VIF values for all the constructs confirms sufficient construct validity by a lack of multicollinearity. This is also because the values fall significantly below the minimum threshold of 9 (Yong & Pearce, 2013).

Table 4 shows that results for the validity test of discrimination. As proposed by Fornell Larcker and Cha (1994) and Fornell and Larcker (1981), AVE for each development should be higher correlation between them and anything else construction model. As shown in Table 5, all constructions meet this criterion indicating construction has the validity of discrimination Hair et al. (2013) shows that the measured variable load of items should be higher than cross-load by all at least 0.1 to indicate the legality of discrimination sufficient. As shown in Table 5 contains all constructions meeting this criterion. Therefore, we can conclude that the validity of

discrimination is achieved.

Henseler, Ringle, and Sarstedt, (2015) also went on to demonstrate the superior performance of this method by means of a Monte Carlo simulation study. As such, we have also tested the discriminant validity using this new suggested method and the results shown in Table 6. There are two ways of using the HTMT to assess discriminant validity: (1) as a criterion or (2) as a statistical test. For the first one, if the HTMT value is greater than HTMT.85 value of 0.85 (Kline 2015), or HTMT.90 value of 0.90 (Gold & Arvind Malhotra, 2001) then there is a problem of discriminant validity.

To assess for measurement model fitness, this study follows the guide of Henseler, Hubona, and Ray (2016) to highlight the fitness of the measurement model. The authors recommend that researchers ought to examine the saturated model and Standardized Root Mean Square Residual (SRMR) at a 95% bootstrap quantile. They further advocate that the SRMR is the only approximate model fit criterion applied for PLS path modelling. Additionally, the dG and the dULS (Dijkstra & Henseler, 2015) which are distance measures that relate more than one way to quantify the discrepancy between two matrices have also been accentuated to contribute to model fitness index in PLS (Henseler et al., 2016). Table 6 shows that the dG and the dULS are 2.493 and 1.725 respectively. This reflects an indication of a well-fitting measurement model (Dijkstra & Henseler, 2015). Additionally, the SRMR is 0.076. This is below the cut-off of 0.08 (Hu & Bentler, 1999) implying that the measurement model fit this study.

Table 3 *Convergent validity*

Items	DJ	Cronbach's Alpha	CR	AVE	VIF
DJ1	0.765	0.918	0.94	0.758	2.256
DJ2	0.807				2.166
DJ3	0.947				3.529
DJ4	0.901				3.156
DJ5	0.92				1.177
INFJ1	0.939	0.878	0.925	0.805	3.757
INFJ2	0.907				3.232
INFJ3	0.843				1.874
INPJ1	0.819	0.908	0.932	0.732	3.013
INPJ2	0.841				3.245
INPJ3	0.874				3.799
INPJ4	0.874				3.368
INPJ5	0.868				2.174
PJ2	0.893	0.915	0.94	0.798	3.156
PJ3	0.875				2.869
PJ4	0.91				3.959
PJ5	0.895				1.536

SS1	0.93	0.982	0.985	0.901	3.338
SS3	0.922				3.203
SS4	0.962				3.156
SS5	0.973				3.121
SS6	0.977				3.131
SS7	0.96				3.924
SS9	0.919				3.433

Table 4 Fornell & Lackers

	DJ	INFJ	INPJ	PJ	Salary Satisfaction
DJ	0.871				
INFJ	-0.584	0.897			
INPJ	0.753	-0.442	0.856		
PJ	0.843	-0.48	0.697	0.893	
Salary Satisfaction	0.888	-0.539	0.717	0.692	0.949

Table 5 Cross Loadings

	DJ	INFJ	INPJ	PJ	Salary Satisfaction
DJ1	0.765	-0.455	0.796	0.652	0.76
DJ2	0.807	-0.509	0.593	0.869	0.644
DJ3	0.947	-0.532	0.66	0.754	0.857
DJ4	0.901	-0.487	0.596	0.737	0.794
DJ5	0.92	-0.561	0.632	0.684	0.786
INFJ1	-0.583	0.939	-0.418	-0.466	-0.525
INFJ2	-0.491	0.907	-0.369	-0.422	-0.466
INFJ3	-0.492	0.843	-0.401	-0.399	-0.455
INPJ1	0.663	-0.328	0.819	0.723	0.611
INPJ2	0.616	-0.311	0.841	0.637	0.524
INPJ3	0.622	-0.372	0.874	0.514	0.646
INPJ4	0.556	-0.364	0.874	0.418	0.601
INPJ5	0.752	-0.497	0.868	0.693	0.666
PJ2	0.721	-0.368	0.577	0.893	0.626
PJ3	0.747	-0.481	0.601	0.875	0.591
PJ4	0.769	-0.4	0.661	0.91	0.616
PJ5	0.774	-0.467	0.652	0.895	0.64
SS1	0.884	-0.573	0.7	0.689	0.93
SS3	0.832	-0.558	0.617	0.701	0.922
SS4	0.835	-0.469	0.674	0.623	0.962

SS5	0.828	-0.485	0.671	0.641	0.973
SS6	0.836	-0.505	0.677	0.611	0.977
SS7	0.853	-0.51	0.72	0.652	0.96
SS9	0.825	-0.478	0.701	0.685	0.919

Table 6 HTMT

Variables	DJ	INFJ	INPJ	PJ	Salary Satisfaction	Saturated Model
DJ						SRMR 0.076
	0.65					d_UL
INFJ	1					S 1.725
	0.82					d_G 2.493
INPJ	3	0.49				
	0.82	0.53	0.76			
PJ	9	5	5			
Salary Satisfaction	0.83	0.57	0.75	0.7		
	1	9	4	3		

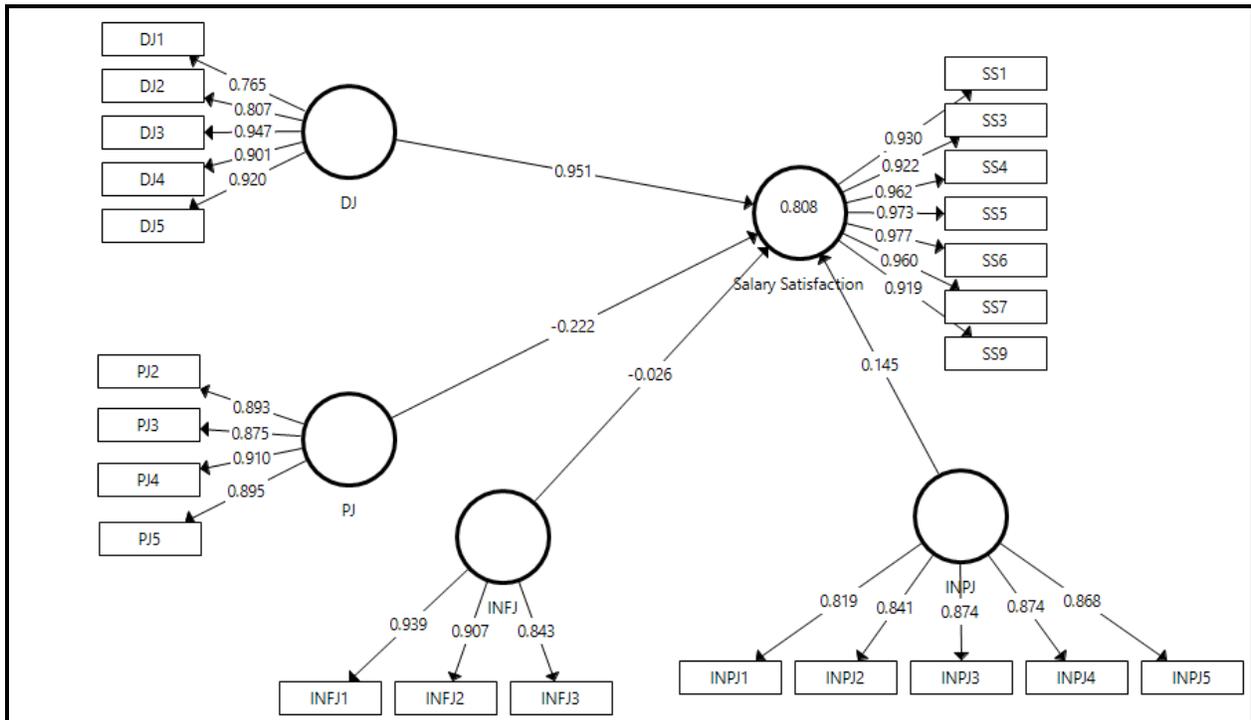


Figure 1 Measurement Model

Structural Model

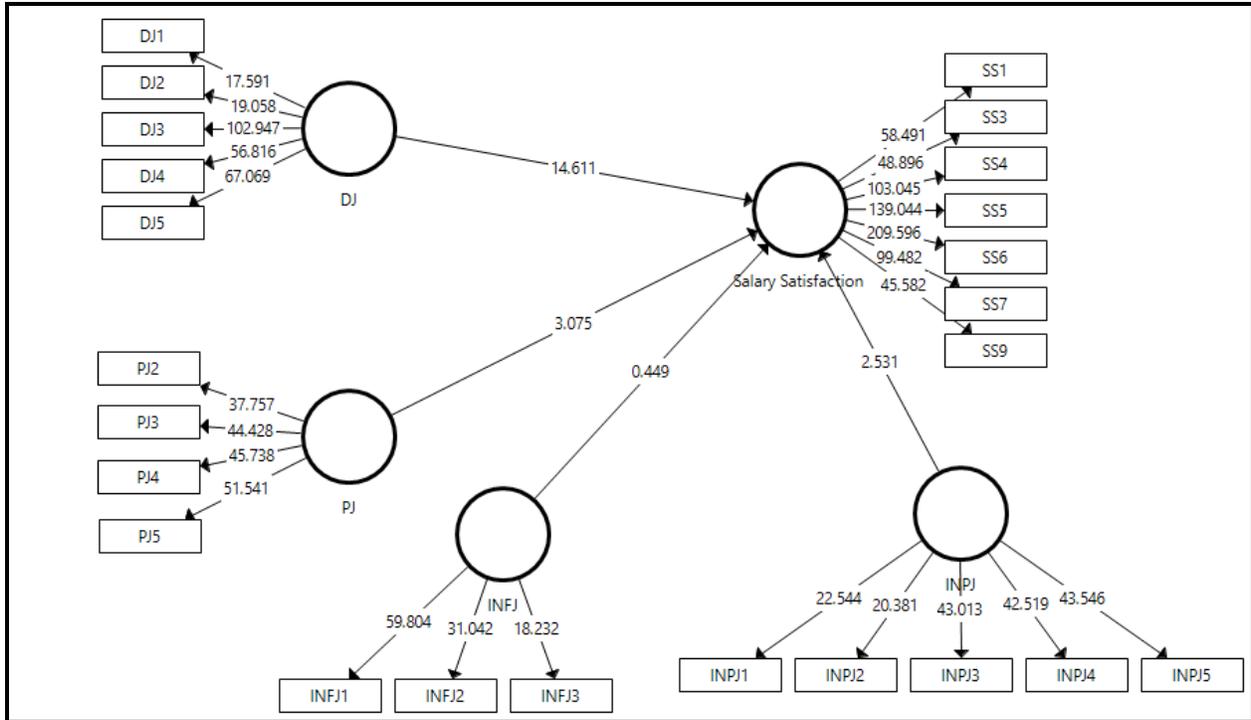


Figure 2 Structural Model

Table 7 Hypothesis results

Hypothesis	Beta value	Std error	T Value	P Value	LL	UL	R 2	F2	Q 2	Decision
DJ -> Salary Satisfaction	0.951	0.065	14.61	0.000	0.83	1.08	0.80	0.98	81	Supported
PJ -> Salary Satisfaction	-0.222	0.072	3.075	0.002	0.13	0.07	0.00	0.00	72	Not supported
INPJ -> Salary Satisfaction	0.145	0.057	2.531	0.012	0.00	0.25	0.00	0.00	46	Supported
INFJ -> Salary Satisfaction	-0.026	0.058	0.449	0.654	0.36	0.08	0.00	0.00	02	Not supported

5. Discussion of Findings

This section will touch on the respondents’ demographic details from the data gathered by 200 sets of survey questionnaire in public education industry. The demographic details include gender, age, marital status, ethnic group, education level, income level, and job title. Based on the result we obtained from this research, majority of the respondents are female which total up to (57.1%) and the remaining (42.9%) are male. Next, by referring to the respondents’ age group,

most of the respondents fall between the age group of 36-45 with the highest frequency of which is 27.46% of total number of respondents. Whereas, the least is those respondents who are below the age of 25 which consists only 1.81%. The second most least is those who fall in the age above 55 which have (5.44%) of them and the second highest frequency is the age group of 46-55 which constitutes 35.35%. After that, the marital status of respondents in this research show that 153 of them are married. The least are widows which have only about 3.63% and the most are single respondents which have 21%. Divorcee were also seen in this research and they compile up to 6 %, makes them the second least respondent. Besides, the ethnic or respondents' race varied from each other, which Malays were seen from the result the most as 160 of them constituted. Chinese came in second for the frequency of (20.24%). After Chinese is Indians, which have 15 of them. For the education level, majority of the respondents were seen to have completed Phd and master degree. As the income level of respondents was study, it is to conclude that most of the lecturer (25.98%) were earning RM 5501- RM 6500.

5.1 Result of the Smart PLS 3.2.8 Bootstrapping results

These results are coming from 200 respondents and analyzed by *Smart PLS 3.2.7*. To examine the statistical significance of path coefficients, Hair, Ringle, and Sarstedt (2011) recommended a minimum threshold of 1.65 t-statistics values at $p \leq 0.1$ confidence interval. Likewise, Lowry and Gaskin (2014) espouse that effect sizes of 0.35, 0.15, and 0.02 indicate a large, medium, and small effect, respectively. Sarstedt Ringle, Smith, Reams and Hair (2014) highlighted that R² values of 0.75, 0.50, and 0.25 reflect substantial, moderate, and weak values respectively.

R Square used to identify the coefficient for determination in the dependent constructs. According to Chin (1998), he state that for a strong R square need 0.67, while for moderate need 0.33 and for a weak R square need 0.19. Besides, according to Hair et al. (2016), the R square of 0.75 is strong, 0.5 is moderate, and 0.25 is weak. Next, Falk and Miller (1992) recommended that R square should be equal to or bigger than 0.10 in order, for the variance explained of a particular endogenous construct to be deemed adequate.

To attain the significance levels, the consistent PLS bootstrapping option was initiated using 5000 subsamples (Hair et al., 2014). Hence, based on these study, the R square for researcher's study is very good (0.808) as per table 7. Next, researchers have to know on the F Square in order to know about the power of this model. The purpose to have the Effect Size (f square) was to help researchers to determine a good model. By referring to the table 7, it has a nearly large effect size, In conclusion, researchers had known that researchers' model had meet the requirement of the Inner Model by referred to the measurement requirement for the Inner Model. Table 7 shows the entire hypothesis stated down from H1 to H4. It also contain the T-statistics value for each hypothesis. When the hypothesis is significant, the t-value is more than 1.645 ($p < 0.05$), t-value more than 2:33 ($p < 0.01$) for 1-tail test, t-value more than 1.96 ($p < 0.05$) or t-value more than 2:58 ($p < 0.01$). From Table 7 indicates that there are three hypothesis, which are H1, and H3 are significant because the lower limit the upper limit for the hypothesis is in a positive value, so the hypothesis had become significant which is zero. At the same time, the

remaining hypothesis 2 and 4 is not supported.

5.2 FINDINGS

5.2.1 Relationship between Distributive Justice and Employee Salary satisfaction

Hypothesis 1

H1: There is significant relationship between distributive justice and academic staff salary satisfaction

The beta value 0.951 basically indicates that the distributive justice has positive relationship with the academic staff salary satisfaction and very high contribution. In general, higher the distributive justice, higher the academic staff salary satisfaction. Based on the results, it showed the significant relationship between distributive justice and academic staff salary satisfaction due to the p-value (<0.0001) is lower than the alpha value (0.05). The results have proven the distributive justice will affect academic staff salary satisfaction. When the distributive justice is good, academic staff salary satisfaction is high.

According to Chen, Wu, Chang, Lin, Kung, Weng, and Lee, (2015) the study stated that when the distributive involve in the allocation decision that the employee will perceive the fair from the process of allocation which can increase the tendency to stay in the organization. Hence, the organization must be fair to all its employees that involve in their career plan activities to increase the employee salary satisfaction. Jung, and Yoon (2015) also revealed that the distributive justice is positive significant to influence on employee salary satisfaction. It means that the behavior of the employee is correlated with the employee salary satisfaction.

5.2.2 Relationship between Procedural Justice and Academic Staff Salary satisfaction

Hypothesis 2

H2: There is a no significant relationship between procedural justice and academic staff salary satisfaction

The relationship between the procedural justice and academic staff salary satisfaction has been stated in hypothesis H2. It is because of the result showed that the p-value <0.0001 is higher than the alpha value to 0.05 is not supported. The beta value is -0.222 which indicate that the procedural justice has negative relationship with the academic staff salary satisfaction. So, the lower the procedural justice, higher the academic staff salary satisfaction. Olafsen, Halvari, Forest, and Deci, (2015) they also confirmed the study of the procedural justice which has significant positive relationship with the employee salary satisfaction which is contrast. Based on the study of Azamia, Ahmad, and Choi, (2016) he stated that the employees must perceive the fairness of the procedures followed by the organization in allocating and distributing of rewards and the employee should have the power in the distribution process. In this case public procedural justice might have some technical problems or it's not relevant to salary satisfaction

5.2.3 Relationship between Interpersonal justice and Academic Staff Salary satisfaction

Hypothesis 3

H3: There is significant relationship between interpersonal justice and academic staff salary satisfaction.

Referring to the SEM result computed by using PLS algorithm test, the analysis has shown a small relationship of 0.145 between interpersonal justice and academic staff salary satisfaction. There shows a positive significant relationship between interpersonal justice and academic staff salary satisfaction. The p-value of <0.0001 which is less than 0.05 alpha value proves that the hypothesis of 'There indicates a significant relationship between interpersonal justice and academic staff salary satisfaction' was supported, which means the interpersonal justice is significantly related with the academic staff salary satisfaction. Hence, when the organization's interpersonal justice is greater; the academic staff salary satisfaction is higher. The result of the study showed that interpersonal justice has an impact towards the academic staff salary satisfaction in the education industry. Interpersonal justice is part of interactional justice. According Olafsen, Halvari, Forest, and Deci, (2015) that when there is a high employee perception of procedural, there is a high salary satisfaction in the organization which shows there is positive relationship between the procedural justice and the salary satisfaction.

5.2.4 Relationship between Informational justice and Academic Staff Salary satisfaction

Hypothesis 4

H4: There is no significant relationship between informational justice and academic staff salary satisfaction.

According to the result from PLS bootstrapping SEM 3.2.8, there is a negative relationship of -0.026 between informational justice and academic staff salary satisfaction the relationship between informational justice and academic staff salary satisfaction is negative. The p-value (<0.0001) which is more than alpha value (0.05) have proven that the hypothesis 'There is no significant relationship between informational justice and academic staff salary satisfaction' was not supported, which means the informational justice is significantly related to academic staff salary satisfaction. Hence, when the informational justice is low; the academic staff salary satisfaction is high. According to the research by Birecikli, Alpkan, Ertürk, and Aksoy, (2016) there had negative relationship between informational justice and intention to leave; it means that there is a positive relationship between informational justice and salary satisfaction whereby the higher the informational justice was associated with higher salary satisfaction. In this case public academicians have good informational justice so it's doesn't affect the salary satisfaction.

6. IMPLICATIONS OF THE STUDY

In this study, we looked at the relationship between distributive justice, procedural justice, interpersonal justice, and information justice that affected the satisfaction of academicians's

salary satisfaction. By understanding but all independent variables have an impact on the satisfaction of academic workers, organizations and researchers will increase their awareness of holding their genius and have a higher understanding of the perceptions of education staff at organizational intervals. Through tests that we tend to do, the results show that the independent variables (distributive justice, procedural justice, interpersonal justice, and information justice) are closely related to the dependent variable (employee salary satisfaction).

In a management perspective, human resources practitioners from organizations will think of structural justice to retain talented academic workers. Especially distributive justice because the results show important relationships with academic employees salary satisfaction. By understanding the desires and desires of academic staff, management can provide them with a good and comfortable operating environment. Therefore, to improve the fairness of distribution at public universities, human resource practitioners must ensure that the board is considered as justice for every academic worker. For example, salary is paid according to employee performance. In addition, to improve justice procedures at work, human resources practitioners need to ensure that procedures and regulations cannot be revoked. For example, use a standard method for sorting assessment types. Follow to improve interpersonal justice in geographical points, human resource practitioners need to ensure that they treat tutorial workers with dignity and sincerity. Finally, to improve the fairness of the information in the workplace, human resources practitioners need to ensure that they share information that is relevant to academic workers. Through this research, human resource practitioners can understand the problem before they become a problem. Therefore, human resource practitioners can oppose structural justice factors to solve difficult problems in maintaining skilled staff. Therefore, practitioners must plan four variables in our analysis to effectively manage talented people in their organization. This will encourage talented academic workers to feel solid thoughts and engage with happiness in their workplaces.

7. LIMITATIONS OF THE STUDY AND FUTURE SUGGESTIONS

Thus, some of the boundaries are going to be clarified to fulfill the quality demand of the analysis. The inadequate time frame and difficulty of analysis title, information looking, discover a prospective pool of respondents for questionnaires, questionnaire distribution, analysis of data and others are square measure the constraints to additional precise and reliable results. The time required in guaranteeing the keyed-in and others is correct before analyzing it as well as make a case for the results with supporting facts once running the PLS-SEM test. We additionally found out that different universities have different rules and regulation. For instance, to distribute questionnaires to academic workers all we tend to want to do is by meeting them face to face in their own area, but as for alternative campuses, we are not allowed to fulfill them face to face because it could be a rule set by higher authority. In order to distribute the questionnaire to the educational staff from alternative campuses, there are some shelves that are acknowledged as the pigeon holes wherever students hand in their assignments. Therefore, in this situation, it drags our time to complete the questionnaire, and also not each academic staff can fill in the form. As

we head to completely different campuses, we found that totally {different completely different} campuses have different employment. The timing to distribute the form was not applicable wherever another educational staff on several campuses is busy at their chores.

Future analysis will expand the project that we tend to will review additional of the articles and journal associated with the research title. For the survey, we additionally will distribute additional questionnaires to gather additional data and data from the respondents. For the geographic area, it should be as well as additional of the locations that it will enhance the reliability of data and reduce the biases of the result. The researchers should conduct to private University in Malaysia that the info collected is going to be additional correct. Moreover, the possibility is going to be higher to get additional important data and data which might generate additional precise and comprehensive for the analysis study.

For future research, there are some of the opposite completely different variables which might be used for this dependability test to analyze the particular factors of academic staff salary satisfaction. Hence, the other variable like organization commitment factors may be wont to examine the educational worker's salary satisfaction within the organization. Moreover, future research might study the internal and external that have a big relationship between distributive justice, procedural justice, interpersonal justice, informational justice, and academic staff salary satisfaction.

Lastly, future research might conduct to other academic institution, such as primary school, secondary school, colleges, and high school as a result of there was an identical downside of the high turnover. Therefore, future research to alternative academic establishment might facilitate to analyze the extent of education and therefore the educational staff salary satisfaction in Malaysia.

8. CONCLUSION

The research objective is to study the relationship between organizational justice and salary satisfaction among academic staff in Malaysia public university. We have chosen four independent variables included procedural justice, informational justice, distributive justice, and interpersonal justice for our study. A remarkable and comprehensive understanding on the independent variables which comprise of procedural justice, informational justice, distributive justice, and interpersonal justice have significant relationship with the dependent variable (academic staff salary satisfaction) in Malaysia public university. Throughout the findings, the four dimension of organizational justice definitely play an important role for the academic staff salary satisfaction.

These research findings have providing the useful insights for the education industry. Furthermore, organization is able to identify the employees' perception of the organizational justice and at the same time implement strategies to retain the employee. Thus, this can lower the rate of turnover and save the cost of recruitment.

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